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10 March 1986

OFFICE OF SECURITY NOTICE NO. 86 - 03

FOR: All Office of Security Employees

FROM: [REDACTED]  
Director of Security

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SUBJECT: Security Management Advisory Group

1. At the recent Security Conference I approved in principle the proposal that a Security Management Advisory Group (SMAG) should be established as one means of improving overall communications within the Office of Security. The Communications Team chaired by [REDACTED] was later tasked with the responsibility of developing a concept paper covering the mission, function, and structure of the SMAG organization. [REDACTED]

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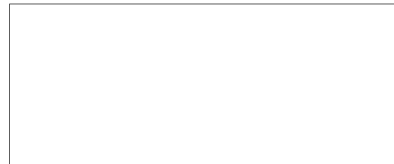
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2. The work of the Communications Team has been completed, and now that our Office reorganization has taken place, I think it is timely to proceed with the formal establishment of a Security Management Advisory Group. The basic intent is to have a wide cross-section of representation on this advisory body which should informally aid and complement the formal management machinery in the Office of Security. It is our hope and expectation that the Security Management Advisory Group will be instrumental in developing better dialogue, providing line personnel with an opportunity to address broad office issues, and generating more ideas concerning office problems and office solutions. [REDACTED]

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3. I have approved the following guidelines proposed by the Communications Team concerning the selection and tenure of SMAG participants:

- \* Service on the SMAG will be open to a broad cross-section of Security careerists, including professionals, technical officers, Security Protective Officers, para-professionals, and clericals.
- \* Service on the SMAG will be limited to candidates GS-14 and below.

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- \* Preference will be given to quality performers who have displayed drive, imagination, and creativity in their work.
- \* Final selections will be made by the Director of Security, with assistance provided by advisory panels.
- \* The membership will be backed by a full complement of alternates.
- \* There will be a system of staggered tours on SMAG, with the term of service being one year. [redacted]

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4. We anticipate an ad hoc process wherein the Security Management Advisory Group meets to plan research and produce final recommendations only on issues of broad interest to the Office of Security as a whole, or focused on specific, basic security functions. It is intended that SMAG members will have frequent dialogue with line personnel, senior Security managers, and specialized groups. Communications will emphasize informal and unwritten channels except in the case of final research results. [redacted]

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5. Generally speaking the Security Management Advisory Group will have a broad charter to investigate and report to the Director of Security on issues of interest to the Office of Security by virtue of their management or functional relevance. SMAG will not address individual issues relating to personal complaints, grievances, claims, or career counseling. Examples of appropriate topics to be addressed include CIARDS criteria, mobility incentives, the awards program, assignment policies, SORT recruitment, minority hiring, SPO retention, and the expanding role of polygraph. The topics which will occupy SMAG's attention will be mostly self-generated, but there will be other occasions when the Director of Security will look to the group as a "sounding board" on management and policy issues. [redacted]

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6. The success of the SMAG will depend to a considerable extent on the quality of personnel selected for tours of service, and the willingness of our employees to use this communications vehicle. In order to get this informal program properly inaugurated, I am asking interested Security careerists at all levels to volunteer for a one year tour of duty. I request that those employees with a genuine interest in SMAG make it a point to contact Mr. [redacted] on extension [redacted] prior to 22 March 1986. [redacted]

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